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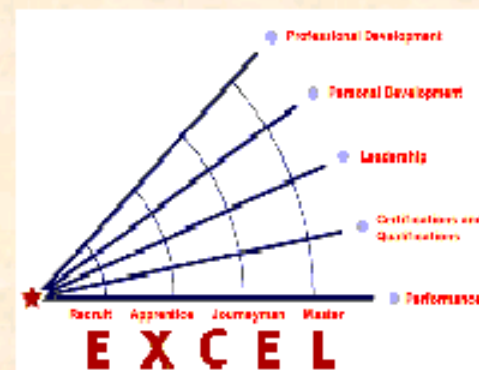


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Our Chief of Naval Operations, Admiral Vern Clark, has challenged all Navy Leaders to accomplish their unit's mission while developing a productive high quality workforce.



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NEW!

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Human Performance Feedback and Development

BUPERS INSTRUCTION 1610.11 (DRAFT)

To: All Ships and Stations (less Marine Corps field addresses not having Navy personnel attached)

Purpose. To establish the process of giving verbal and/or written human performance feedback and career development planning at regular intervals between Sailors and their immediate supervisors.

Information. This instruction introduces a new human performance feedback and development system which represents a shift from the traditional paradigm of control and prescription to a partnership that rests on acknowledging the capacity for personal growth and development. The [HPFD Overview](#) provides a brief description of the new system for both Sailors and immediate supervisors. The [HPFD Manual](#) provides the requirements for the new system. Enclosures (3 & 4) provide specific behavioral definitions for each [supervisory category](#) and their [relationship to the FITREP](#). Enclosures (5 & 6) provide specific behavioral definitions for each [non-supervisory category](#) and their [relationship to the Evaluation](#).

HPFD Overview (Encl 1)

HPFD Manual (Encl 2)

Supervisory

Non-Supervisory



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Human Performance Feedback and Development Overview

Purpose	Definitions	Policies	Worksheet
Leader Selection	Objectives	Conducting the Session	Follow-Up

Purpose:

This overview provides the information needed to conduct HPFD sessions. It includes suggested schedules, requirements, and record keeping, as well as suggestions for conducting HPFD. HPFD was developed through research into Navy leadership texts, performance management handbooks of other services, benchmarking analysis of private sector organizations, and civilian texts on the performance management process. The technical report provided in enclosure (7) gives a detailed description of the research methodology and statistical processes utilized in the creation of HPFD. The information provided is not intended to be used as a “cookbook” or as a replacement for experience, but rather is provided in the belief that Navy leaders can benefit from the experiences of others.



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Human Performance Feedback and Development Overview

Purpose

Definitions

Policies

Worksheet

Leader Selection

Objectives

Conducting the Session

Follow-Up

Concept Definitions:

The following definitions are provided to ensure common understanding of the goals and objectives of the human performance feedback and development process. Specific concept definitions are listed below.

Human Performance Management. Human Performance Management results from an ongoing communication process between the Sailor and his or her immediate supervisor that involves establishing clear expectations and understanding about specific jobs to be done and tasks to be completed.

Effective Human Performance Management System. A process that helps the Navy meet its short-term and long-term goals and objectives by helping supervisors and Sailors do their jobs with increasing levels of performance effectiveness.

Human Performance Planning. Human Performance Planning is the starting point for Human Performance Management. Specifically, the supervisor and the Sailor work together to identify, understand, and agree on what the Sailor is to be doing, how well it needs to be done, why it



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Categories and Targets (Encl 3)

Categories and Targets (Encl 5)



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Human Performance Feedback and Development Manual

PURPOSE

Objectives

Review Prep

Conducting the Session

DO's and DON'Ts

Purpose:

This manual provides guidance the session leader might use in preparing for and conducting HPFD sessions. The manual discusses how to prepare for the session and gives "best practices" suggestions on conducting the session, including a recommended agenda to follow, "do's and don'ts" for conducting an effective session, and advice about after-session activities and follow-up.



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Human Performance Feedback and Development Manual

PURPOSE

Objectives

Review Prep

Conducting the Session

DO's and DON'Ts

In this section a sequence of steps for conducting the HPFD session that have proven effective in other settings is presented. Following that discussion, a list of "do's and don'ts" is provided to help you conduct an effective HPFD review and avoid pitfalls frequently associated with these sessions. As you review the steps for the HPFD session, keep in mind that in some cases rigid adherence to the sequence presented may not be appropriate. Use your own good judgment; however, following the sequence shown below will generally result in effective and meaningful HPFD sessions and improvements in Sailor and organizational performance.

[\[Top of page // STEP 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8\]](#)

Steps for the Review Session:

There are eight specific steps recommended for conducting effective HPFD sessions, each presented separately below. The session leader should:

Step 1 Put the Sailor at ease. It's certainly no secret that HPFD review sessions can be tense



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Categories and Targets (Encl 3)

Categories and Targets (Encl 5)

Crosswalk (Encl 4)

Crosswalk (Encl 6)

Interim Guidance. 1 Oct 02 through 30 Jun 03 is a transition period between the old and the new systems. During this period, human performance feedback and development is to be conducted as outlined in accordance with the [HPFD manual](#). The “crosswalk” between the old and new systems will guide supervisors in how to transition between the systems while maximizing the potential of the individual Sailor. This “crosswalk” is described in the [HPFD manual](#).

Significant Changes. Wherever possible, the existing Fitness Reports and Evaluations have been kept in effect. The following are the most important changes made necessary by the new human performance feedback and development system.



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SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES AND PERFORMANCE TARGETS

Mission Accomplishment	Coaching/Mentoring	Personal/Professional Development
Resource Stewardship	Communication Skills	Displaying Integrity/Professionalism
Leading Change	Leading People	Displaying Organizational Savvy

Mission Accomplishment:

Accomplishing the mission under difficult conditions or when obstacles present serious difficulties; communicating vision that reflects the command's strategic goals and developing an implementation plan that aligns daily activities to that mission; consistently inspiring subordinates and peers to drive toward mission execution; continuously identifying means and methods to improve processes and setting an atmosphere that facilitates positive change; holding self and subordinates accountable, commensurate to their level of responsibility; developing and implementing measures of program and policy evaluation and emphasizing accomplishment of goals.

Target Behaviors for Performance

Appropriate to emphasize Operational Risk Management in all conditions



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SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES AND PERFORMANCE TARGETS

Mission Accomplishment

Coaching/Mentoring

Personal/Professional Development

Resource Stewardship

Communication Skills

Displaying Integrity/Professionalism

Leading Change

Leading People

Displaying Organizational Savvy

Coaching/Mentoring:

Providing guidance to subordinates; assessing strengths and developmental areas in personnel and providing them with honest and specific feedback; designing opportunities for subordinates to develop new skills and assisting them in establishing career plans; providing subordinates with strategic vision and goals; sharing knowledge and experience with subordinates; creating a work environment that makes individuals feel valued and motivates them to excel.

Target Behaviors for Performance

- Provides subordinates with useful guidance on professional development;
- Makes assignments to promote subordinate development and growth;
- Offers suggestions and advice that results in subordinates' learning and becoming more effective;



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SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES

FITNESS REPORT

Mission Accomplishment

Coaching / Mentoring

Embracing Personal & Professional Development

Resource Stewardship

Communication Skills

Displaying Integrity & Professionalism

Leading Change

Leading People

Displaying Organizational Savvy

Professional Expertise

X

X

X

X

Equal Opportunity

X

X

X

Military Bearing

X

X

X

X

X

Team Work

X

X

X

X

X

X

X

Mission Accomplishment

X

X

X

X

Leadership

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X

X

Tactical Performance

X

X

X

X



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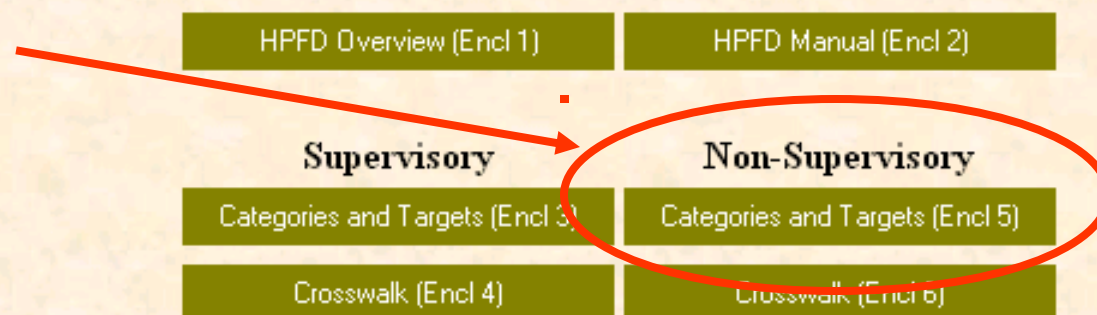
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NON-SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES AND PERFORMANCE TARGETS

Task Proficiency	Knowledge/Support of Objective	Problem Solving/Decision Making
Adaptability & Flexibility	Initiative & Self-Development	Cooperation
Work Ethic	Communicating Effectively	Integrity & Honesty

Task Proficiency:

Performs work accurately and proficiently; attends well to details; effectively and efficiently uses resources to complete tasks; prioritizes tasks and completes them within deadlines; makes efficient use of time; maintains a stable and consistent level of work.

Target Behaviors for Performance

- Produces output that contains few errors and needs minimal or no review or reworking;
- Completes tasks on time and consistently meets or exceeds task requirements;
- Displays appropriate attention to detail and ensures that things do not "slip through the cracks";
- Puts forth the effort required to complete tasks efficiently and effectively;



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NON-SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES AND PERFORMANCE TARGETS

Task Proficiency	Knowledge/Support of Objectives	Problem Solving/Decision Making
Adaptability & Flexibility	Initiative & Self-Development	Cooperation
Work Ethic	Communication Skills	Integrity & Honesty

Problem Solving and Decision Making:

Consistently able to identify errors and spot discrepancies; recognizes and defines problems, and analyzes potential solutions; weighs positive and negatives of a situation and decides on a course of action; presents anticipated problems and possible solutions to appropriate Chain of Command.

Target Behaviors for Performance

- Is able to recognize problematic situations, and define the parameters of the problem;
- Approaches problems with a solution-oriented mindset;
- When faced with a problem, is able to objectively weigh the pros and cons of multiple solutions;
- Chooses appropriate courses of action for solving problems;
- Informs relevant parties when problems arise;



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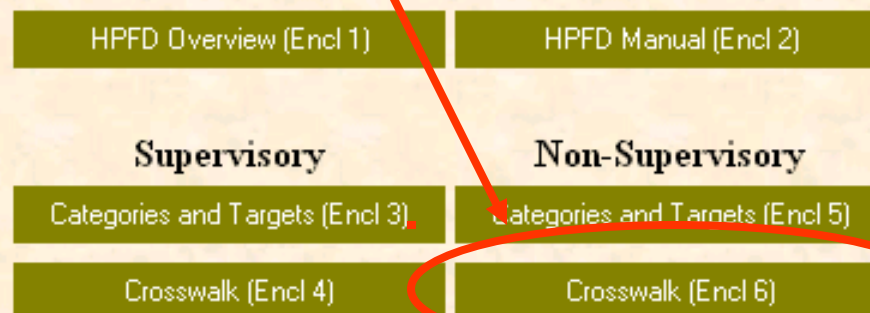
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NON-SUPERVISORY HUMAN PERFORMANCE FEEDBACK AND DEVELOPMENT CATEGORIES

FITNESS REPORT	Task Proficiency								
	Knowledge/Support of Command Mission								
	Problem Solving/Decision Making								
	Adaptability/Flexibility								
	Initiative/Self-Development								
	Cooperation								
	Work Ethic								
	Communicating Effectively								
									Integrity/Honesty
Professional Expertise	X		X		X				
Equal Opportunity	X	X		X	X		X	X	
Military Bearing	X		X			X		X	
Team Work	X	X				X		X	X
Mission Accomplishment	X			X		X	X	X	
Leadership	X	X	X		X	X	X	X	
Tactical Performance	X		X	X	X		X	X	X



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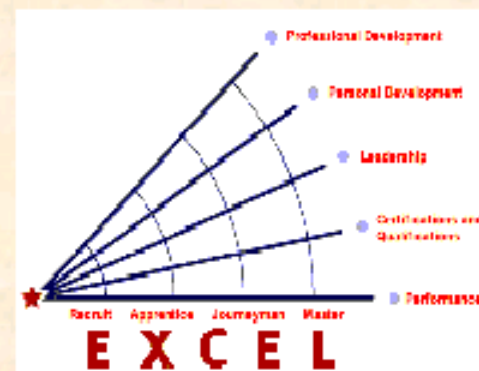
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Human Performance Feedback and Development

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HPFD is due for each paygrade as indicated on the following periodicity table:

PAYGRADE	BRANCH	HPFD Date
E-6	ACT / FTS / INAC	MAY 2004
O-3	ACT	JUL 2004
O-2	ACT	AUG 2004
W-1	FTS / INAC	SEP 2004
W-2	FTS / INAC	SEP 2004
W-3	ACT / FTS / INAC	SEP 2004
W-4	ACT / FTS / INAC	SEP 2004
E-5	ACT / FTS / INAC	SEP 2004
E-9	ACT / FTS / INAC	OCT 2004
O-1	ACT	NOV 2004
E-4	ACT / FTS / INAC	DEC 2004
E-1	ACT / FTS / INAC	JAN 2005
E-2	ACT / FTS / INAC	JAN 2005
E-3	ACT / FTS / INAC	JAN 2005

Human Performance Feedback & Development - Feedback Form

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NAME: ID Number:

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Evaluation Type:

- Self
- Mentor
- Peer
- Self
- Subordinate
- Supervisor

Supervisor's Developmental Areas

SKILL CATEGORIES	Skill Rating	FEEDBACK COMMENTS	IDP
Coaching and Mentoring	<input type="text" value="Select Rating"/>	<input type="text"/>	<input type="text"/>
Mission	<input type="text"/>	<input type="text"/>	<input type="text"/>

Supervisory Strengths/Developmental Areas

SKILL CATEGORIES	Skill Rating	FEEDBACK COMMENTS	IDP
Coaching and Mentoring	Select Rating		
Mission Accomplishment	Select Rating		
Resource Stewardship	Select Rating		
Professionalism and Integrity	Select Rating		
Communication Skills	Select Rating		
Leading Change	Select Rating		
Leading People	Select Rating		
Organizational Savvy	Select Rating		

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[Steward](#)

[Professiona](#)

[Integr](#)

[Communica](#)

[Leading C](#)

[Leading I](#)

[Organizatio](#)

Competency:

Description: LEADING CHANGE

Short Description: LEAD CHANG

Category: Supervisor **Rating Model:** TFE Task Force Excel

Description: Being open to new ideas and new methods for accomplishing goals; ability to adjust to a rapidly changing environment and modify goals and objectives based on emerging requirements; embracing change and looking for better methods/techniques to accomplish tasks; ability to adapt to new and changing mission, tasks and situations; remaining calm, focused and competent in changing or stressful situations

TARGET BEHAVIORS FOR PERFORMANCE

- Remains open to new processes and procedures for accomplishing work.
- Anticipates changes and is proactive in preparing for change.

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Output Form

NAME:

ID Number:

Branch Class:

☒ USN(Active Duty) ☐ USNR-FTS(TAR) ☐ USNR(Active) ☐ USNR(Selres)

Evaluation Type:

Self

Supervisory Strengths/Developmental Areas

SKILL CATEGORIES	Skill Rating	FEEDBACK COMMENTS	IDP
Coaching and Mentoring	Select Rating		
Mission			

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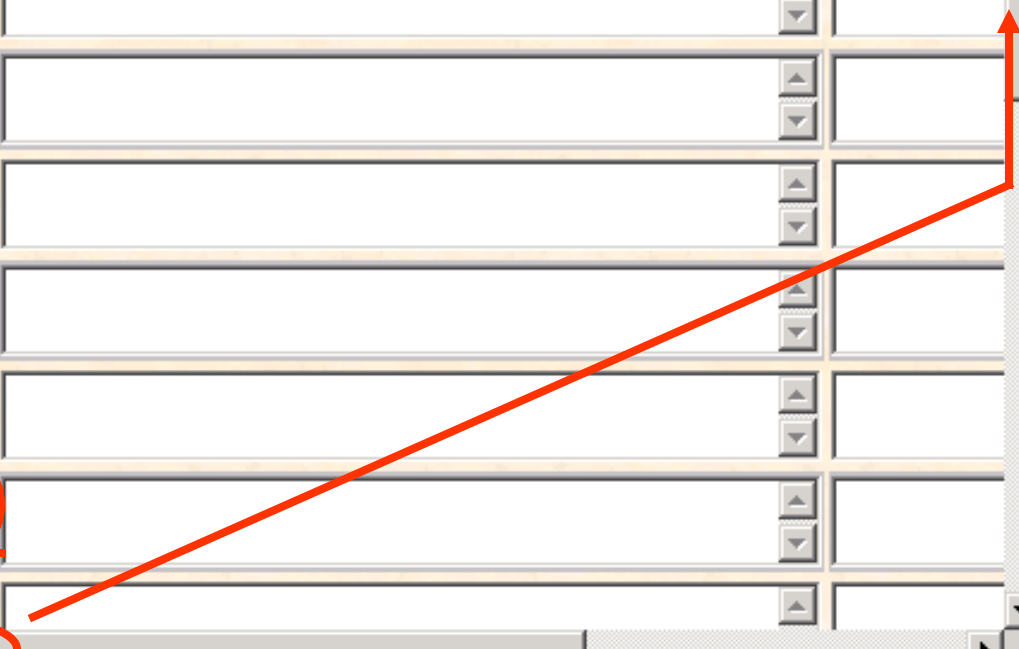
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Evaluation Type: Self

Supervisory Strengths/Developmental Areas

SKILL CATEGORIES	Skill Rating	FEEDBACK COMMENTS	IDP
Coaching and Mentoring	Select Rating		
Mission Accomplishment	Select Rating		
Resource Stewardship	Select Rating		
Professionalism and Integrity	Select Rating		
Communication Skills	Select Rating		
Leading Change	<div>Select Rating<div>Select RatingExceeds StandardsMeets StandardsDoes Not Meet Standards</div></div>		
Leading People			



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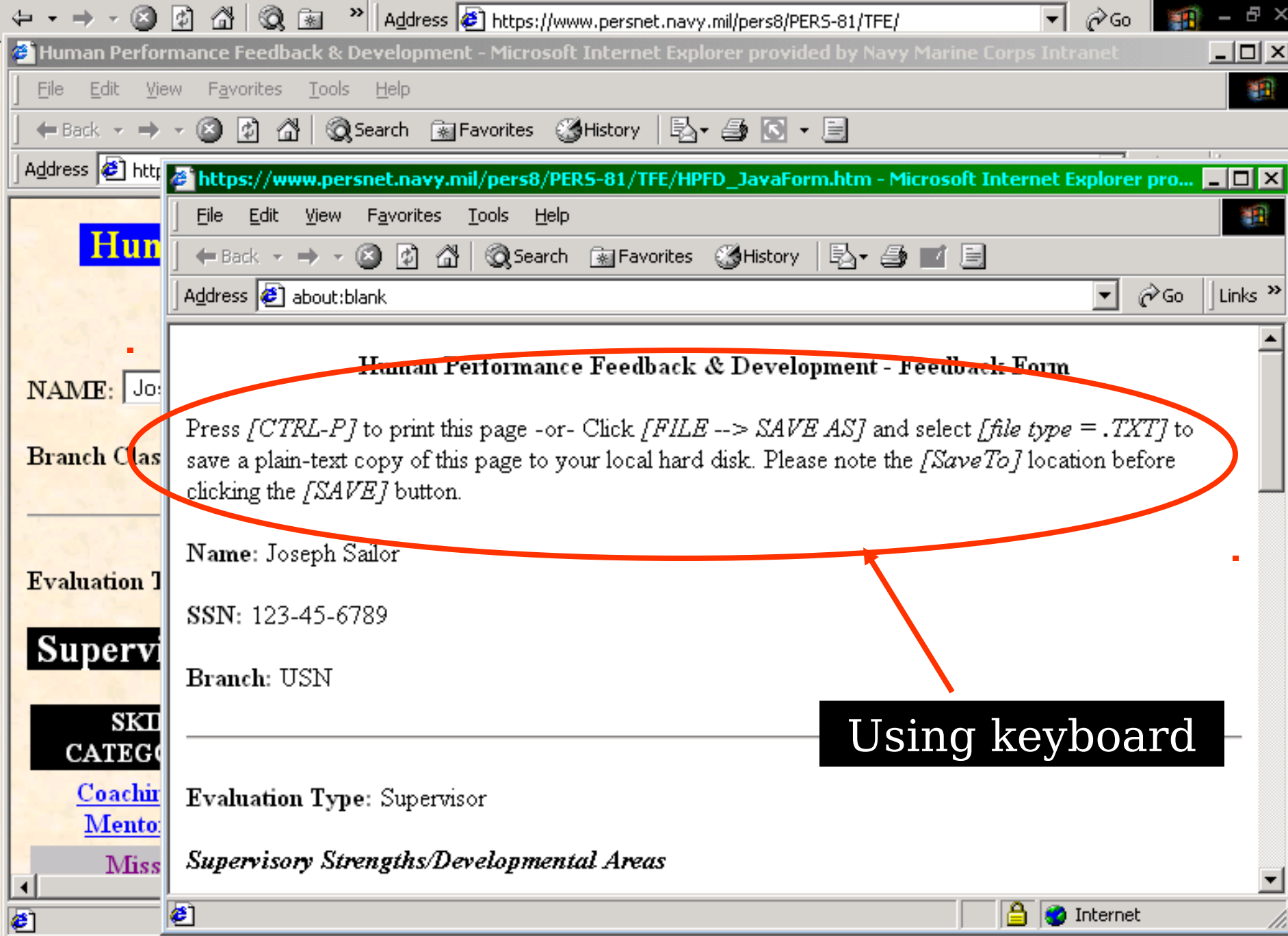
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Supervisory Strengths/Developmental Areas

SKILL CATEGORIES	Skill Rating	FEEDBACK COMMENTS	IDP
Coaching and Mentoring	<input type="text" value="Exceeds Standards"/>	<input type="text" value="WOW!!! What a mentor!!"/>	
Mission			



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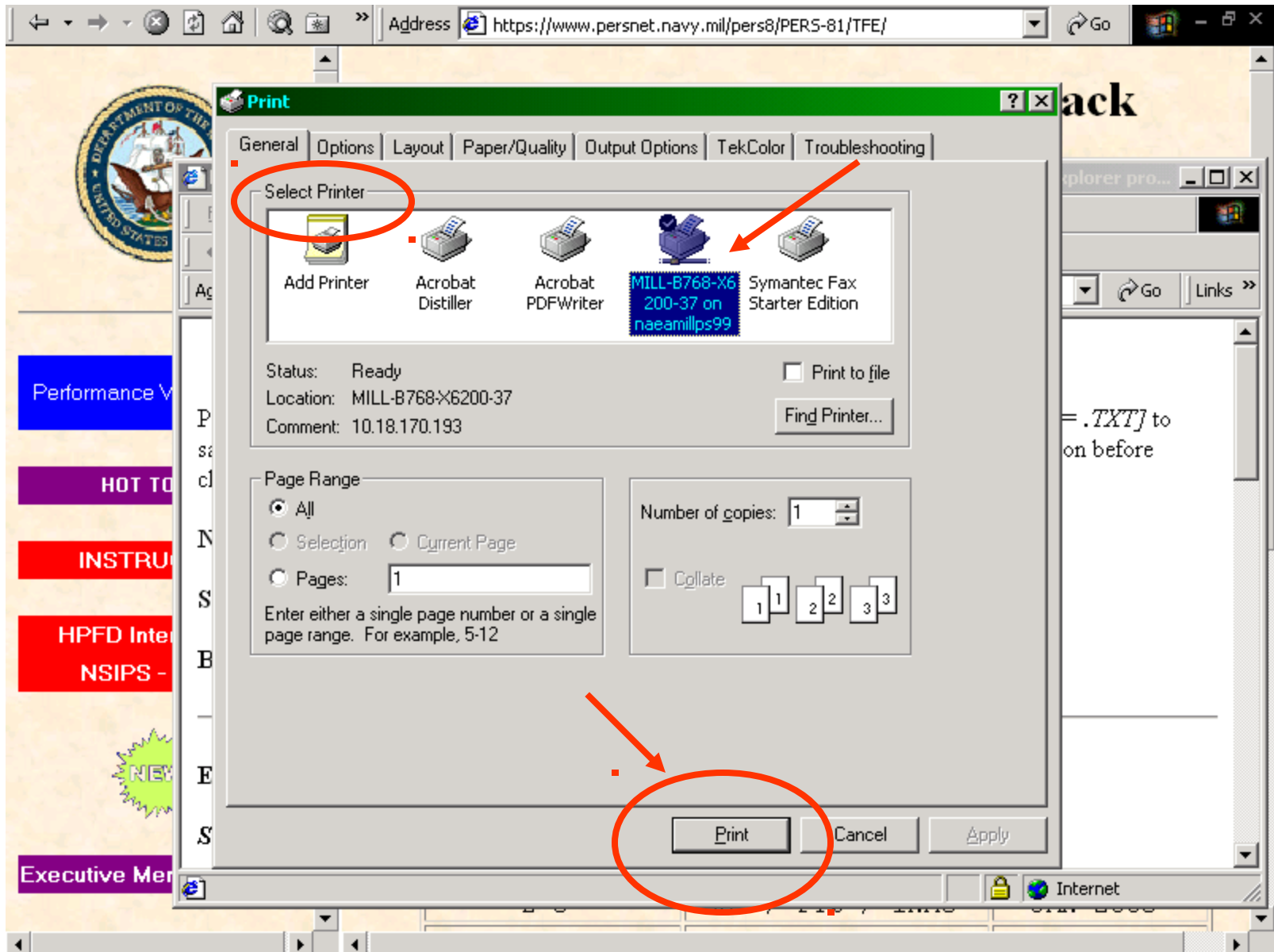
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Branch: USN

Evaluation Type: Supervisor

Supervisory Strengths/Developmental Areas

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Branch: USN

Evaluation Type: Supervisor

Supervisory Strengths/Developmental Areas

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option

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HPFD

File name: HPFD_Sailor_Joseph

Save as type: Web Page, complete (*.htm;*.html)
Web Page, complete (*.htm;*.html)
Web Archive, single file (*.mht)
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Supervisory Strengths/Developmental Areas



HPFD HOME

HPFD HOT TOPICS

INSTRUCTION
HPFD Form
NSIPS - ERMS

Feedback Resources

Supervisory

Non-Supervisory

RESOURCE GUIDE

SUPERVISORY PERSONNEL JOB PERFORMANCE DIMENSIONS

[Mission Accomplishment](#)
[Coaching/Mentoring](#)
[Embracing Personnel and Professional Development](#)
[Resource Stewardship](#)
[Communication Skills](#)
[Displaying Integrity and Professionalism](#)
[Leading Change](#)
[Leading People](#)
[Displaying Organizational Savvy](#)

Mission Accomplishment :

Resources:

<http://www.navylearning.navy.mil/>

**Strategic Planning and Risk Management
Hours**

Skillssoft 2.5

Understanding how to excel in a climate of risk using strategic planning is crucial in today's business environment. This course will help you analyze where your business is going and how it should get there. This will help you successfully navigate the dangers inherent in risk taking. Minimizing your risk through strategic planning is planning for your success.

Risk Basics

Skillssoft 2.0

Leading Change:

Resources:

<http://www.navylearning.navy.mil/>

Leading Change from the Front Line Hours

Skillsoft

2.5

Have you ever wanted something at work to change, but no one ever addressed the issue, so you just put up with it? Maybe you didn't bring it up because you thought you were the only person who didn't like it. Maybe you didn't want to make a fool of yourself by making it an issue. Or maybe you thought your boss would be irritated if you mentioned it. If any of this sounds familiar, this course is designed to help you. It suggests how you can compare your fears of negative outcomes against the potential gains of making a change. It explains the ways you can find out if others want the change, too, so that you know ahead of time what kind of resistance your idea will face. It even offers suggestions for making office politics work for you when you make suggestions. Finally, it gives you ideas on how to build a strong, positive reputation that will stand you in good stead with management.

Leading through Change Hours

Skillsoft

3.0

Take a minute to think of people whom you consider to be exemplary leaders--people who led their organizations to greatness. What are the events or actions that led you to believe these leaders were exemplary? Was it the development of a new product, the revival of a failing business, or perhaps the start-up of an entrepreneurial venture? People who become leaders are individuals who triumph during times of turbulence, conflict, and change. They look for ways to change the status quo, to challenge the accepted, and to create something new. You can learn to do the same. A knowledge of how to challenge processes, a

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LINKS

to other helpful and
informative sites.